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Army Performance Improvement Criteria "APIC" Training Module 14

"Category 3 – Customer and Market Focus" The Details of the Criteria

Category One: Leadership

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- This week's TMT continues the details of APIC with Category Three – Customer and Market Focus, item number 3.1

- We encourage you to keep and consolidate these training modules for future reference.

Category Two: Strategic Planning

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- The Customer and Market Focus Category examines *How* your organization determines the requirements, needs, expectations, and preferences of *customers and markets*. Also examined is *How* the organization builds relationships with customers and determines the *key factors* that lead to *customer* acquisition, satisfaction, loyalty, and retention to business expansion and *sustainability.*

- The Customer and Market Focus Category is comprised of two “Key Performance Areas” that we refer to as KPAs.

  - 3.1 – Customer and Market Knowledge

  - 3.2 – Customer Relationships and Satisfaction

Category Three: Customer and Market Focus

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3.1 addresses: How do you use customer and market knowledge?

- It asks us to describe how our organization determines requirements, needs, expectations, and preferences of customers and markets to ensure the continuing relevance of our products and services and to develop new business opportunities.

- The Customer and Market Knowledge (3.1) has one section (areas to address) that ask us a series of questions related to:
  - 3.1a. Customer and Market Knowledge

Category Three: Customer and Market Knowledge (3.1)

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3.1a Customer and Market Knowledge questions ask:

(1) How do you identify *customers*, *customer groups*, and *market segments*? How do you determine which *customers*, *customer groups*, and *market segments* to pursue for current and future products and services? How do you include *customers* of competitors and other potential *customers* and *markets* in this determination?

(2) How do you listen and learn to determine *key customer* requirements, needs, and changing expectations (including product and service features) and their relative importance to *customers*' purchasing or relationship decisions?

Category Three: Customer and Market Focus (3.1)

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3.1a Customer and Market Knowledge (continued) questions ask:

How do you use relevant information and feedback from current and former *customers*, including marketing and sales information, *customer* loyalty and retention data, win/loss analysis, and complaint data for purposes of planning products and services, marketing, making process improvements, and developing new business opportunities? How do you use this information and feedback to become more *customer-focused* and to better satisfy *customer* needs and desires?

(3) How do you keep your *listening and learning* methods current with business needs and directions, including changes in your marketplace?

Category Two: Strategic Planning

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We ask that you look over each of these questions and establish in your mind or on paper what you think the answers are.

These will be similar questions that you will be asked during the APIC/ACOE On-Line Survey later this summer or fall.

More Information about the Army Performance Improvement Criteria and the
"APIC" website can be found at:

www.hqda.army.mil/leadingchange/